

Abstract: Intra-organizational communication satisfaction and job satisfaction among nurses

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Background

Nursing effectiveness is hampered by nurse shortage and high turnover rate. Effective intra-organizational communication impacts significantly on job satisfaction and nurse turnover. This study explores the relationships between communication and job satisfaction, intention to leave and burnout, among nurses in Belgian hospitals.

Methods

In a multicentre study in three hospitals, participants filled in a Communication Satisfaction Questionnaire, the scale 'Turnover intention' (Questionnaire on the experience and evaluation of labour) and the Maslach Burnout Inventory. Job satisfaction was measured by a visual analogue scale.

Findings

The response rate was 43.2% (1455/3371). Respondents were in majority ward nurses (87,9 %) with the remainder in management positions (12,1%), 87% female, mean age 40.23 years (SD \pm 10.99) and average work experience 17.09 years (SD \pm 11.20).

Mean job satisfaction is 7.49 (SD \pm 1.43). 103/1436 (7.2%) nurses have a score \leq 5, indicating dissatisfaction. Nurses working in outpatient departments are more likely to be dissatisfied as compared to other departments ($p = 0.012$) as well as nurses working part-time in comparison to full-time ($p = 0.004$). There is an association between job dissatisfaction and years of experience ($p = 0.026$).

Nurses are most satisfied with the extent to which their supervisor trusts them (2.59 ± 1.24) and least with information on the organization's financial standing, accomplishments or failures (4.09 ± 1.25 and 4.09 ± 1.20).

Most nurses have a low - (811/1355; 59.9%), one third (451/1355; 33.3%) an average and 6.9% (93/1355) a high turnover intention. 41/1454 (2.9%) have a Maslach Burnout Inventory

score indicative for burnout, whereas 21.9% (313/1430) have low scores on the subscale 'Personal accomplishment' and emotional exhaustion and depersonalization are less frequently problematic (18/1430; 12.4% and 153/1432, 10.7%, respectively).

Correlation analyses showed associations between all dimensions of communication and job satisfaction ($p < 0.001$). All dimensions of communication dissatisfaction, except for 'relationship with employees' ($p = 0.225$), were associated with higher turnover intention ($p < 0.001$) and indications for burnout ($p < 0.001$).

Discussion

Communication satisfaction is positively associated with job satisfaction and negatively with turnover intention and burnout in Belgian hospital nurses. This supports appropriate management interventions to enhance efficient communication.